

IN THE UNITED STATES PATENT AND TRADEMARK OFFICE

Appellant(s) : Marybeth AHERN et al.

Group Art Unit: 3623

Appln. No. : 10/643,987

Examiner: Neil R. Kardos

Filed : August 20, 2003

Confirmation No.: 5154

For : E-BUSINESS VALUE WEB

REPLY BRIEF UNDER 37 C.F.R. 41.41(a)(1)

Commissioner for Patents
United States Patent and Trademark Office
Customer Service Window, Mail Stop Appeal Brief-Patents
Randolph Building
401 Dulany Street
Alexandria, VA 22314

Sir:

This Reply Brief is in response to the Examiner's Answer dated August 17, 2010 ("Answer"), the period for reply extending until October 18, 2010 (October 17, 2010, falling on a Sunday). In the Answer, the Examiner has maintained the grounds of rejection advanced in the Final Office Action dated March 2, 2010 ("Final Office Action"). Appellants note that this Reply Brief is being filed under 37 C.F.R. 41.41(a)(1) and is directed to the arguments presented in the Answer, and therefore must be entered unless the final rejection is withdrawn in response to the instant Reply Brief. With regard to this Reply Brief, Appellants note that they are addressing points made in the Examiner's Answer and not repeating the arguments set forth in the Appeal Brief filed on July 1, 2010 ("Appeal Brief").

While no fee is believed necessary for submission of this Reply Brief, Appellants authorize the Commissioner to charge any necessary fees to ensure consideration of this Reply Brief to Deposit Account No. 09-0457.

REMARKS***Issue #1***

On pages 2 and 4 of the Answer, the Examiner points out that the claims provided in the Claims Appendix of the Appeal Brief are incorrect. Appellants respectfully attach a corrected Claims Appendix and this Reply Brief references the claims as presented in the attached corrected Claims Appendix.

Issue #2

Claim 1 is rejected under 35 U.S.C. §103(a) for allegedly being unpatentable over a Paper entitled ALIGNING ENTERPRISE ARCHITECTURE AND IT INVENTMENTS WITH CORPORATE GOALS by BUCHANAN et al. (“BUCHANAN”) in view of a Paper entitled Multi-Perspective Enterprise Modeling (MEMO) – Conceptual Framework and Modeling Languages by FRANK (“FRANK”) and in further view of U.S. Patent Application Publication No. 2003/0046130 to GOLIGHTLY et al. (“GOLIGHTLY”). Appellants argued at pages 8-15 of the Appeal Brief that Buchanan, Frank and Golightly, alone or in any combination, do not disclose or suggest *capturing and displaying current resources of the organization and how they relate to the organizations’ mission in real-time*, as recited in claim 1.

In the Answer, the Examiner asserts that Buchanan at page 5, paragraphs 3 and 4, discloses which assets will engage in what process in support of the forward business strategy. The Examiner considers assets as the claimed current resources and the forward business strategy as the claimed organizations’ mission. The Examiner further contends that Buchanan at page 3, paragraph 1 and page 2, paragraph 2, discloses that the enterprise business architecture (EBA) is an ongoing process that is constantly being refined or revised. The Examiner considers an ongoing process that is constantly refined or revised as the claimed real-time. Additionally, the Examiner asserts that Buchanan at page 5, paragraph 4 and page 10, Fig. 6 discloses modeling enterprise architecture and considers the modeling as the claimed displaying.

Contrary to these Examiner’s assertions, Appellants submit that Buchanan’s Enterprise Architecture is disclosed in very general terms, and Buchanan never discloses, with any particularity, how the processes are to be carried out or implemented. For example, Buchanan’s Fig. 6 provides an overview of a Model Driven Architecture (MDA) approach. However, Fig. 6

does not show the enterprise assets and business strategy, and thus it is merely speculation that modeling based off of Fig. 6 would “display” *current resources of the organization and how they relate to the organizations’ mission in real-time*. Specifically, business process modeling (BPM) in systems engineering and software engineering is the activity of visually representing processes of an enterprise, so that the current process may be analyzed and improved. However, the models illustrated in Figs. 3, 4, 5 and 6 all fail to disclose (1) whether the link between current resources of the organization and the mission of the organization is an important aspect that needs to be modeled and displayed; and (2) how the display would be implemented. Therefore, the Examiner is engaging in mere conjecture in stating that the general modeling of an enterprise’s architecture and Fig. 6 teaches or suggests “displaying” *current resources of the organization and how they relate to the organizations’ mission*.

Moreover, Buchanan discloses that the enterprise architecture is an ongoing process that is constantly being refined or revised. However, just because a process can be refined or revised does not mean that the refinement or the revision of that process is capable of being captured and displayed in real-time. Real-time is understood by one of ordinary skill in the art to be when things respond to events as they occur. In other words with regard to the claims, if one was to add, delete or modify a current resource the relationship with the organizations’ mission and how the change of the current resource is reflected in the process of carrying out the organizations’ mission would be updated and displayed as soon as the change occurs. Buchanan may teach that the enterprise architecture is an ongoing process that is constantly being refined or revised, but Buchanan is completely silent with regard to real-time modeling to reflect those refinements or revisions and does not disclose or suggest *capturing and displaying current resources of the organization and how they relate to the organizations’ mission in real-time*, as recited in claim 1.

In the Answer, the Examiner asserts that Frank at Fig. 4 discloses resources that are used by organizational activities to drive the enterprise strategy. The Examiner considers the resources as the claimed current resources and the enterprise strategy as the claimed organizations’ mission. The Examiner further contends that Frank at page 2, col. 1, paragraphs 2-4 and page 2, col. 2, paragraphs 1-2 discloses graphical models. The Examiner considers graphical models as displaying the current resources and the organization’s mission. Additionally, the Examiner asserts that Buchanan at page 5, paragraph 4 and page 10, Fig. 6 discloses modeling enterprise architecture and considers the modeling as the claimed displaying.

Frank discloses enterprise modeling and, in particular using “Multi Perspective Enterprise Modeling” (MEMO) as a method for enterprise modeling. However, the MEMO method does not teach or suggest that the models are *capturing and displaying in real-time*. Real-time is understood by one of ordinary skill in the art to be when things respond to events as they occur. In other words with regard to the claims, if one was to add, delete or modify a current resource the relationship with the organizations’ mission and how the change of the current resource is reflected in the process of carrying out the organizations’ mission would be updated and displayed as soon as the change occurs. Frank may teach enterprise modeling that offers different views on an enterprise, but Frank is completely silent with regard to real-time modeling to reflect changes to those views and does not disclose or suggest *capturing and displaying current resources of the organization and how they relate to the organizations’ mission in real-time*, as recited in claim 1.

Golightly fails to overcome the deficiencies of Buchanan and Frank, as discussed above, nor has the Examiner relied on Golightly for such a teaching.

Therefore, Appellants submit that no proper combination of the applied art teaches or suggests each and every feature of the claimed invention and the §103 rejection of claim 1 is in error. Claims 2-8, 9, 10 and 53-63 depend from claim 1 and stand or fall with claim 1. Therefore, Appellants respectfully request that the §103 rejection of claims 1-8, 9, 10 and 53-63 be reversed.

Issue #3

Appellants argued at pages 15-17 of the Appeal Brief that Buchanan, Frank and Golightly, alone or in any combination, do not disclose or suggest *illustrating and quantifying a value of transforming an enterprise business model of the organization from a current “as-is” state to a proposed “to-be” business model*, as recited in claim 1.

In the Answer, the Examiner asserts that Buchanan at page 7 discloses any change in principles or in models results in analysis of the gap between what already exists and what is called for by the changed strategy and the redefined enterprise architecture. The Examiner considers analysis of the gap as the claimed transforming an enterprise business model of the organization from a current “as-is” state to a proposed “to-be” business model. The Examiner further contends that Buchanan at page 5 discloses current and future state models. The

Examiner considers the current and future state models as the claimed illustrating. Additionally, the Examiner asserts that Buchanan at page 7 discloses values assigned to requirements and principles and considers the values as the claimed quantifying.

Contrary to these Examiner's assertions, Appellants submit that Buchanan's Enterprise Architecture is disclosed in very general terms, and Buchanan never discloses, with any particularity, illustrating and quantifying the gap. For example, Buchanan's Fig. 6 provides an overview of a Model Driven Architecture (MDA) approach. However, Fig. 6 does not illustrate the value of transforming the enterprise from a current state to a future state, and thus it is merely speculation that modeling based off of Fig. 6 would "illustrate" *a value of transforming an enterprise business model of the organization from a current "as-is" state to a proposed "to-be" business model*. In particular, the MDA approach illustrates a current state and/or a future state of processes that provide IT organizations with a systematic approach for aligning IT projects with corporate goals and priorities. However, the models illustrated in Figs. 3, 4, 5 and 6 all fail to disclose illustrating the value or the benefit that the enterprise achieves by reorganizing the IT projects. Instead, the models are simply concerned with illustrating how the IT projects are performed in a current state and how the IT projects will be performed in a future state. There is no comparison of the two states that is illustrated to provide a sense of value of the transformation. Therefore, the Examiner is engaging in mere conjecture in stating that the current and future modeling of an enterprise's architecture and Fig. 6 teaches or suggests "illustrating" *a value of transforming an enterprise business model of the organization from a current "as-is" state to a proposed "to-be" business model*.

Additionally, Appellants submit that Buchanan's Fig. 6 does not quantify the value of transforming the enterprise from a current state to a future state, and thus it is merely speculation that modeling based off of Fig. 6 would "quantify" *a value of transforming an enterprise business model of the organization from a current "as-is" state to a proposed "to-be" business model*. In particular, Buchanan at page 7 states that based on values and priorities assigned to requirements and principles, IT is in a position to create a set of priorities for modifications and to plan changes. However, the models illustrated in Figs. 3, 4, 5 and 6 all fail to disclose quantifying the value or the benefit that the enterprise achieves via the modifications and changes. Instead, the models are simply concerned with illustrating how the IT projects are performed in a current state and how the IT projects will be performed in a modified or changed

state. There is no comparison of the two states that provides a quantification and a sense of value of the modification or change. Therefore, the Examiner is engaging in mere conjecture in stating that the current and future modeling of an enterprise's architecture and Fig. 6 teaches or suggests "quantifying" *a value of transforming an enterprise business model of the organization from a current "as-is" state to a proposed "to-be" business model.*

The Answer, on page 22, states that even if Buchanan does not disclose illustrating the value of transformation that such a feature would have been "incredibly" obvious in view of unnamed prior art. Again, such a general statement is merely conjecture on part of the Examiner. First, a rejection cannot be maintained based on mere conclusory statements; instead there must be some articulated reasoning with some rational underpinning to support the legal conclusion of obviousness. *KSR Int'l Co. v. Teleflex Inc.*, 550 U.S. _____ (2007), quoting *In re Kahn*, 441 F. 3d 977, 988 (CA Fed. 2006). Thus, because there is no "incredibly" obvious standard such a rejection is *per se* improper. Second, even if an unknown prior art document discloses illustrating the value of transformation, which Appellants do not admit; the rejection must consider all claim limitations of the invention as a whole and provide a reasonable rationale as to why the prior art references would have been combined or modified. Thus, because there is no reasonable rationale provided such a rejection is *per se* improper.

Frank and Golightly fail to overcome the deficiencies of Buchanan, as discussed above, nor has the Examiner relied on Frank or Golightly for such a teaching.

Therefore, Appellants submit that no proper combination of the applied art teaches or suggests each and every feature of the claimed invention and the §103 rejection of claim 1 is in error. Claims 2-8, 9, 10 and 53-63 depend from claim 1 and stand or fall with claim 1. Therefore, Appellants respectfully request that the §103 rejection of claims 1-8, 9, 10 and 53-63 be reversed.

Issue #4

Appellants argued at pages 17-18 of the Appeal Brief that Buchanan, Frank and Golightly, alone or in any combination, do not disclose or suggest *defining the goal as a corporate directive establishing a final end point of an enterprise change*, as recited in claim 1.

In the Answer, the Examiner asserts that in Buchanan at page 5 discloses goals as corporate directives to make changes in a company's strategies. The Examiner further contends

that Buchanan at pages 2, 3, 5 and 7 discloses corporate goals in the context of bridging the gap between current and future organizational states. The Examiner considers changing or refining a business strategy to meet new opportunities or threats as defining the goal as a corporate directive establishing a final end point of an enterprise change.

Contrary to these Examiner's assertions, Appellants submit that Buchanan discloses aligning business goals and IT investment plans. However, Buchanan's modeling to realign IT projects with corporate goals does not teach or suggest that any of those corporate goals are themselves the end point of an enterprise change. For example, the realignment of the corporation is an example of an enterprise change but Buchanan is silent as whether the end point of the enterprise change (i.e., completion of the realignment project) is a goal defined as a corporate directive. In fact, Buchanan's disclosure does not even remotely suggest that the disclosed "corporate goals" establish a final end point of an enterprise change. Therefore, the Examiner is engaging in mere conjecture in stating that the corporate goals are defined *as a corporate directive establishing a final end point of an enterprise change*.

In the Answer, the Examiner asserts that Frank at pages 1 and 3 discloses modeling languages that aid an enterprise in redesigning its processes and strategies. The Examiner considers the redesigned process or strategy as the claimed goal being a corporate directive establishing a final end point of an enterprise change.

Contrary to these Examiner's assertions, Appellants submit that Frank discloses enterprise modeling that offers different views of an enterprise which generally starts with modeling the corporate strategy. However, Frank's enterprise modeling does not state the redesign of the business is a goal defined as *a corporate directive establishing a final end point of an enterprise change*. For example, the redesign of the corporation is an example of an enterprise change but Frank is silent as whether the end point of the enterprise change (i.e., completion of the redesign) is a goal defined as a corporate directive. In fact, Frank's disclosure does not even remotely suggest that the disclosed redesign establishes a final end point of an enterprise change. Therefore, the Examiner is engaging in mere conjecture in stating that redesign is defined *as a corporate directive establishing a final end point of an enterprise change*.

Additionally, the Answer asserts that Appellants are merely applying an old and well-known definition to the term "goal," and that it is inherent that a corporate goal is a final end

point of an enterprise change. Appellants agree that a goal is a result, aim or end and involves some action or change. However, not every goal or result is a *corporate directive* and not every goal involves an *enterprise change*. Rejections must consider all claim limitations in evaluating obviousness. Buchanan and Frank fail to explicitly discuss the corporate goals and the redesign. Thus, the Examiner is engaging in mere conjecture in stating that the corporate goals and the redesign are defined *as a corporate directive establishing a final end point of an enterprise change*.

Further, Appellants respectfully submit that the Answer's characterization of corporate goals and a redesign in Buchanan and Frank as being inherent is improper. According to MPEP § 2112(IV), the Office always bears the initial burden of developing reasons supporting a reliance on inherency. To satisfy this burden, the Office must identify some basis in fact or articulate some reasoning at least tending to show that allegedly inherent subject matter necessarily (*i.e.*, inevitably) flows from cited art. Indeed, MPEP § 2112(IV) states, in part, that “[t]he fact that a certain result or characteristic may occur or be present in the prior art is not sufficient to establish the inherency of that result or characteristic.” “To establish inherency, the extrinsic evidence ‘must make clear that the missing descriptive matter is necessarily present in the thing described in the reference, and that it would be so recognized by persons of ordinary skill. Inherency, however, may not be established by probabilities or possibilities. The mere fact that a certain thing may result from a given set of circumstances is not sufficient.’ *In re Robertson*, 169 F.3d 743, 745, 49 USPQ2d 1949, 1950-51 (Fed. Cir. 1999)” (*Id.*) ““In relying upon the theory of inherency, the examiner must provide a basis in fact and/or technical reasoning to reasonably support the determination that the allegedly inherent characteristic necessarily flows from the teachings of the applied prior art.’ *Ex parte Levy*, 17 USPQ2d 1461, 1464 (Bd. Pat. App. & Inter. 1990)” (*Id.*).

In the present case, Appellants respectfully submit that *defining the goal as a corporate directive establishing a final end point of an enterprise change* does not “necessarily” flow from Buchanan and Frank. The Answer asserts that Appellants are merely applying an old and well-known definition to the term “goal,” and that it is inherent that a corporate goal is a final end point of an enterprise change. However, the corporate directive and establishing a final end point for an enterprise change are not specified in Buchanan and Frank, and not every goal or result is a *corporate directive* and not every goal or result involves an *enterprise change*. For instance, a

goal may a pecuniary goal, and such a goal does not necessarily need to a corporate directive it could be a directive from outside the corporation. Therefore, Appellants respectfully submit that *a corporate directive that establishes a final end point of an enterprise change* is not inherently necessary for defining a goal and as such, the cited document does not inherently disclose this feature to the satisfaction of the MPEP.

Golightly fails to overcome the deficiencies of Buchanan and Frank, as discussed above, nor has the Examiner relied on Golightly for such a teaching.

Therefore, Appellants submit that no proper combination of the applied art teaches or suggests each and every feature of the claimed invention and the §103 rejection of claim 1 is in error. Claims 2-8, 9, 10 and 53-63 depend from claim 1 and stand or fall with claim 1. Therefore, Appellants respectfully request that the §103 rejection of claims 1-8, 9, 10 and 53-63 be reversed.

Issue #5

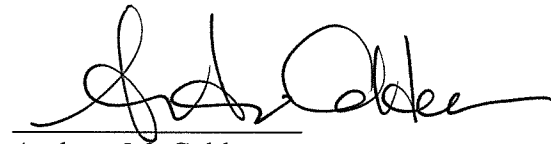
The Examiner maintains the rejection of independent claims 32 and 52 utilizing the same arguments discussed above. Accordingly, Appellants respectfully reiterate and incorporate the same arguments presented in the Appeal Brief regarding independent claims 32 and 52 and the same arguments presented above regarding independent claim 1 as responsive to the rejection of independent claims 32 and 52.

CONCLUSION

For the reasons expressed above, Appellants respectfully request that the grounds of rejection advanced by the Examiner be reversed. Appellants further request that the application be returned to the Examining Group for allowance.

The undersigned authorizes the charging of any necessary fees, including any extensions of time fees required to place the application in condition for allowance by Examiner's Amendment, to Deposit Account No. 09-0457 in order to maintain pendency of this appeal.

Respectfully submitted,
Marybeth AHERN et al.

A handwritten signature in black ink, appearing to read 'Andrew M. Calderon', written over a horizontal line.

Andrew M. Calderon
Registration No. 38,093

Roberts Mlotkowski Safran & Cole, P.C.
P.O. Box 10064
McLean, VA 22102
Phone: 703.584.3270
Fax: 703.848.2981

(VIII) CLAIMS APPENDIX

The following is a listing of the claims involved in the appeal.

1. A method for managing and tracking changes in an organization, the method comprising the steps of:
 - defining at least one customer requirement for an enhancement to an enterprise architecture;
 - identifying at least one capability to provide the enhancement to the enterprise architecture;
 - estimating at least one of a revenue increase and a cost saving associated with the at least one capability;
 - determining a value provided by the at least one capability based upon an implementation cost and the at least one of the revenue increase and the cost saving;
 - using a database to store a hierarchical relationship of a goal, the value, the at least one capability, and a resource, the hierarchical relationship having a plurality of levels with one or more dynamic links that differ between the plurality of levels;
 - displaying the hierarchical relationship between the goal, the value which is associated with the goal, the at least one capability which represents critical functions for ensuring delivery of the value, and one or more resources which enables the at least one capability;
 - capturing and linking process measurements from one or more external modeling tools to the database to allow process performance to be accessed by the system;
 - using a system implemented on a computer platform to partition information relevant to enterprise decision making for evolutionary change by creating categories of the information and relating these categories to one another, the information being defined by at least one of the value, the at least one capability, and operational resources; and
 - using an automated system to manage the categories of the information, wherein the method further comprises one or both of:
 - (i) capturing and displaying current resources of the organization and how they relate to the organizations' mission in real-time, directly tracking which specific resources directly support the capabilities, and illustrating and quantifying a value of transforming an

enterprise business model of the organization from a current “as-is” state to a proposed “to-be” business model; and

(ii) defining the goal as a corporate directive establishing a final end point of an enterprise change, defining the value as a customer value, the at least one capability is a strategic capability that represents critical functions that the organization must be capable of performing to insure delivery of the customer value, and defining the resource as a physical component that must be present and supports the at least one capability.

2. The method of claim 1, further comprising the steps of:
mapping the at least one customer requirement to the at least one capability; and
comparing the value provided by the at least one capability with another value provided by at least one other capability and determining which capability provides optimum value.
3. The method of claim 1, wherein the identifying step includes identifying one or more strategic resources to support the at least one capability.
4. The method of claim 3, wherein the identifying at least one capability step includes identifying at least one of a business process, a personnel skill/competency, a physical entity, an information technology, a system component, and an infrastructure component.
5. The method of claim 3, further comprising assigning a weight to the one or more strategic resources and prioritizing the one or more strategic resources based on the assigned weight.
6. The method of claim 3, further comprising the step of assigning outcome based performance metrics to the one or more strategic resources.
7. The method of claim 6, further comprising the step of implementing the one or more strategic resources and tracking the one or more strategic resources based on the outcome based performance metrics.

8. The method of claim 1, further comprising the steps of:
assigning a weight to the at least one capability; and
prioritizing the at least one capability based on the assigned weight.
9. The method of claim 1, further comprising the steps of:
assigning outcome based performance metrics to the at least one capability; and
implementing the at least one capability and tracking the at least one capability based on the outcome based performance metrics.
32. A system comprising hardware and software for managing and tracking changes in an organization, the system comprising:
a system for defining at least one customer requirement for an enhancement to an enterprise architecture;
a system for identifying at least one capability to provide the enhancement to the enterprise architecture;
a system for estimating at least one of a revenue increase and a cost saving associated with the at least one capability;
a system for determining a value provided by the at least one capability based upon the implementation cost and the at least one of a revenue increase and the cost saving;
a system for storing a hierarchical relationship of a goal, the value, the at least one capability, and a resource, the hierarchical relationship having a plurality of levels with one or more dynamic links that differ between the plurality of levels;
a graphic user interface (GUI) for displaying the hierarchical relationship between the goal, the value which is associated with the goal, the at least one capability which represents critical functions for ensuring delivery of the value, and one or more resources which enables the at least one capability;
a system for partitioning information relevant to enterprise decision making for evolutionary change by creating categories of the information and relating these categories to one another and managing the categories of the information using an automated system, the information being defined by at least one of the value, the at least one capability, and operational resources; and

a system for capturing and linking process measurements from one or more external modeling tools to a database to allow process performance to be accessed by the system,

wherein the system for managing and tracking changes captures and displays current resources of the organization and how they relate to the organizations' mission in real-time, tracks which specific resources directly support the capabilities, and illustrates and quantifies a value of transforming an enterprise business model of the organization from a current "as-is" state to a proposed "to-be" business model.

33. The system of claim 32, further comprising a component to map the at least one customer requirement to the at least one capability.

34. The system of claim 32, further comprising a component to compare the value provided by the at least one capability with a value provided by at least one other capability and to determine which capability provides optimum value.

35. The system of claim 32, wherein the enterprise architecture includes at least one of a hardware architecture and a software architecture.

36. The system of claim 32, wherein the component to identify at least one capability identifies one or more strategic resources to support the at least one capability and the one or more strategic resources includes at least one of a business process, a personnel skill/competency, a physical entity, an information technology, a system component, and an infrastructure component.

37. The system of claim 36, further includes a component to assign a weight to the one or more strategic resources and a component to prioritize the one or more resources based on the assigned weight.

38. The system of claim 36, further includes a component to assign outcome based performance metrics to the one or more strategic resources.

39. The system of claim 38, further includes a component to track the one or more strategic resources based on the outcome based performance metrics.

40. The system of claim 32, further comprising:
a component to assign a weight to the at least one capability; and
a component to prioritize the at least one capability based on the assigned weight.

41. The system of claim 32, further comprising a component to assign outcome based performance metrics to the at least one capability.

52. A computer program product usable for managing and tracking changes in an organization and comprising a computer usable storage medium having readable program code embodied in the medium, the computer program product includes:

a first computer code to define at least one customer requirement for an enhancement to an enterprise architecture;

a second computer code to identify at least one capability to provide the enhancement to the enterprise architecture;

a third computer code to estimate at least one of a revenue increase and a cost saving associated with the at least one capability;

a fourth computer code to determine a value provided by the at least one capability based upon the implementation cost and the at least one of a revenue increase and the cost saving;

a fifth computer code to partition information relevant to enterprise decision making for evolutionary change by creating categories of the information and relating these categories to one another and manage the categories of the information using an automated system, the information being defined by at least one of the value, the at least one capability, and operational resources;

a sixth computer code to capture and link process measurements from one or more external modeling tools to a database to allow process performance to be accessed;

a seventh computer code to store a hierarchical relationship of a goal, the value, the at least one capability, and a resource, the hierarchical relationship having a plurality of levels with one or more dynamic links that differ between the plurality of levels; and

an eighth computer code to display on a graphic user interface (GUI) the hierarchical relationship between the goal, the value which is associated with the goal, the at least one capability which represents critical functions for ensuring delivery of the value, and one or more resources which enables the at least one capability,

wherein the goal is defined as a corporate directive establishing a final end point of an enterprise change, the value is defined as a customer value, the at least one capability is a strategic capability that represents critical functions that the organization must be capable of doing to insure delivery of the customer value, and the resource is defined as a physical component that must be present and supports the at least one capability.

53. The method of claim 1, wherein the at least one customer requirement is defined in response to a request by a customer.

54. The method of claim 53, wherein the value is monetary or in terms of strategic business worth.

55. The method of claim 54, wherein the outcome based performance metrics are defined and tested by conducting facilitated working sessions or building simulation models.

56. The method of claim 55, wherein the estimates are at least one of entered, recorded, or modified as additional real performance information is observed.

57. The method of claim 1, further comprising allowing at least one organizational executive to track functionality and flag one or more of the at least one capability.

58. The method of claim 8, further comprising using the assigned weight to make a decision based on one or more of the implementation cost, the revenue increase, and the cost saving.

59. The method of claim 1, further comprising providing the user with a plurality of dynamic links to operational elements of the system, the plurality of dynamic links structured to link a business model vision, a transition plan, a strategic plan, a business process, a business case, the

at least one customer requirement, an operational model, a functional model, a component model, and a lifecycle costing to the system.

60. The method of claim 61, further comprising storing updates to the database dynamically as changes are made to the hierarchical relationship.

61. The method of claim 1, further comprising using the system to transition the at least one capability into actual operations.

62. The method of claim 61, further comprising determining whether the at least one capability supports and satisfies a customer value.

63. The method of claim 62, further comprising conducting a tradeoff analysis and a business case analysis, the tradeoff analysis being based on a cost, a time factor, and a benefit.